

The District of Columbia Child and Family Services Agency
Fiscal Year 2003 Budget Request

Testimony of Olivia Golden

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**The City Council for the District of Columbia
The Committee on Human Services**

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Good morning Chairwoman Sandra Allen, and members of the Committee on Human Services. I am Olivia Golden, Director of the District of Columbia's Child and Family Services Agency (CFSA). I want to express my gratitude to Chairwoman Allen and to the Committee for your leadership and consistent commitment to the needs of the District's most vulnerable children, including your leadership in supporting critically important budget investments in CFSA in Fiscal Year 2001 and Fiscal Year 2002. I very much appreciate the opportunity to appear before you today to discuss the Agency's Fiscal Year 2003 proposed budget request of \$224 million, which includes \$129 million in local dollars, and \$82 million in Federal revenue.

I am pleased to announce that this is the first budget developed by the Agency as a cabinet-level department of the District of Columbia's government, which emerged from Federal court receivership in June, 2001. This is also the first budget to fully reflect CFSA's newly overhauled structure, which was created by the April 2001 legislation that established the Agency and which includes, for the first time in the District's history, all of the responsibilities of a strong state child welfare agency. In order to support this full array of responsibilities, the Fiscal Year 2003 proposed budget request of \$224 million represents an increase of \$10 million in local dollars (\$19 million total) over the Fiscal Year 2002 budget including the supplemental just passed by the Council (compared to Fiscal Year 2001, it represents an increase of \$21 million in local dollars [\$35 million total] over actual spending level of \$189 million in 2001).

The Agency's Fiscal Year 2003 budget was developed during a time of major reform and transition in CFSA's organizational structure, role, and governance. CFSA's reform and transition is significantly governed by the Consent Order of October, 2000, which laid out the agreements between the District and the plaintiffs to set the framework for the transition out of receivership. This framework includes:

- 1) Unifying investigations of abuse and neglect cases, as well as enhancing services to both abused and neglected children, under CFSA.
- 2) Granting full authority to license and monitor foster homes, group homes and independent living programs;
- 3) Establishing CFSA as the lead agency over the District's Interstate Compact on the Placement of Children;
- 4) Reforming of the legal support provided to CFSA through a partnership with the Office of the Corporation Counsel, including restructuring legal services to enable much closer coordination between attorneys and social workers; and
- 5) Continuing full and independent personnel and procurement authority.

As a result of these reforms, CFSA responsibilities and structure are dramatically different from those of the District's prior child welfare agencies, both prior and under Receivership.

An Overview of the FY03 Budget Request

The Fiscal Year budget supports CFSA's core mission: to protect children's safety, enable children to grow up in permanent families, and promote the well-being of the District's most fragile families and most vulnerable children. For example:

- The Fiscal Year 2003 budget includes \$19.6 million for adoption subsidies on behalf of an estimated 2,000 children. Adoption subsidies provide funding for families to adopt a child with special needs from foster care. As recently as Fiscal Year 1999, the Agency's budget for adoption subsidies was only \$6 million, supporting 1,000 children. This represents a major policy success, as more children who cannot go home to their biological families are able to grow up with permanent families.
- The Fiscal Year 2003 budget includes \$31 million for direct services staff, including social workers, supervisors, and related positions in case-carrying units. Funding will enable us to bring social workers' high caseload ratios down to a level where the Agency can keep children safe, help children return home or move to permanent families promptly, through high quality case management services, and approach the requirements of the Federal Court's Modified Final Order. Of the \$4 million, \$2.4 million is budgeted to add 40 new social worker positions to the Fiscal Year 2002 level 300 case-carrying positions. The remaining \$1.6 million supports 28 direct service positions formerly located in Court Social Services and providing case management in abuse cases, completing the unification of the abuse and neglect systems. While the staff providing these services have transferred to CFSA's

supervision in Fiscal Year 2002, it is critical to move the budget authority as well, because detailed and temporary arrangements for staff undercut the recruitment and retention that is critical to keeping caseload ratios down and providing high quality services.

- The Fiscal Year 2003 budget includes an increase of \$5 million over Fiscal Year 2002 to fully implement the licensing and monitoring provisions regarding foster and group homes. The large majority of these resources - \$4 million – are to build capacity for providers to meet the new requirements, including the costs of improved staffing and training. These resources will directly improve the quality of out-of-home care that our children receive. The remaining \$1 million is requested to fund 20 additional positions to fulfill the Agency's new responsibilities for licensing and monitoring.

As these examples illustrate, CFSA accomplishes its mission of promoting children's safety, permanence, and wellbeing through both its own staff and an array of key external partners. The budget request reflects the partnership nature of CFSA's work:

- \$149 million or about two-thirds of the budget will be used to fund board and care for children through payments to a wide array of CSFA partners: adoptive and foster families, private agencies, and the Healthy Families/Thriving Communities Collaboratives.
- \$52 million or just under one-quarter of the budget supports CFSA staff, including direct services staff; licensing and monitoring; recruitment, support and training of foster and adoptive homes; clinical consultation, staff training, and quality assurance; all the state functions that CFSA performs (such as policy, information systems,

expenditure tracking and Federal revenue claiming); and administrative support including the independent personnel and procurement functions.

- \$16 million, or 7 percent, of budget will fund non-direct contracted services, which includes information systems support, vehicle leases, copier machines, and building maintenance.
- The remaining \$7 million, or 3 percent, of the budget will go towards supplies, rent and indirect costs.

The Fiscal Year 2003 budget also continues CFSA's progress over the last two years in increasing Federal revenues as an approach to limiting the local burden of these critically important investments in children. The budget reflects a reasonable and doable increase in Medicaid revenues over Fiscal Year 2002; based on our experience in Fiscal Year 2001, when we exactly accomplished our estimate of \$34 million in Medicaid collections. We believe that we have followed conservative record in estimating Medicaid collection and that we will realize the \$42 million estimated for FY 2003 in support of our projected services.

As a further step towards limiting the local share of CFSA's budget, the supplemental budget just passed by the Council includes a proposed change in Federal statute that would, if approved by Congress, increase the reimbursement rate for eligible adoption and foster care payments (known as Title IV-E) from 50% Federal to 70%, the same rate as Medicaid. In 1997, Congress increased the Medicaid match rate for the District from 50% to 70%, recognizing that the formula used to calculate the rate for states did not

fully take into account the District's unique needs and demographics. We are seeking a technical change to bring the Title IV-E reimbursement rate to the same level as the Medicaid rate, as in other jurisdictions. If we are successful in achieving this change, CFSA's Federal revenues for Fiscal Year 2003 would increase by approximately \$5 million, correspondingly reducing the local dollars required, and would allow therefore decrease the amount required from local dollars.

Finally, I would like to highlight the significance of this budget in CFSA's transition out of Receivership. As a result of the commitment of the Mayor, the City Council, and other key partners – including Mayor Anthony Williams, Deputy Mayor Carolyn Graham, and the Council's commitment to investment in CFSA in Fiscal Year 2001 and Fiscal Year 2002 – the District has made progress in just ten months since the end of the Federal Court receivership in reforming child welfare and meeting the Federal Court's expectations. Passage of this budget is a critical part of maintaining that momentum.

In the remainder of this testimony, I will provide additional detail on CFSA's Fiscal Year 2003 budget request and the specific elements of the budget request that support four critical commitments:

- Improving the quality of services to children;
- Supporting the new, reformed Agency structure;
- Ensuring that children grow up in permanent families; and
- Maximizing Federal revenue and ensuring strong management.

As context for this additional information, I would like to begin with an overview of CFSA's services and caseload, followed by a discussion of the agency's strategic plan and performance goals for Fiscal Year 2002 and Fiscal Year 2003, to illustrate the close connection between the budget request and what we seek to accomplish for children.

How Does CFSA Serve Children and Families?

Generally, the involvement of children and families with CFSA begins with a call to the CFSA Hotline, 671-SAFE, a unified hotline for reporting abuse and neglect which receives about 604 calls each month (this number represents the average number of calls received per month in the past 12 months). About 360 of these calls are referred for investigation with the remainder largely classified as information and referral calls. A social worker in CFSA's Investigations Unit has 30 days to make a full assessment of the family's situation, including determining whether the report is substantiated, as well as making an interim plan for the child. If the safety of the child cannot be assured at home, the Investigations worker will remove the child from the home, a decision, which is reviewed by the Superior Court within 24 hours. For substantiated reports as well as unsubstantiated reports where the Agency believes that continuing services by the Agency are required, the case will be transferred to an ongoing social worker at the close of the investigation. At the end of March 2002, CFSA was overseeing about 6,749 ongoing cases: 2,974 children in paid out-of-home placements (foster homes, kinship homes, and group homes), about 430 children in unpaid kinship homes ("third party placements"), and 3,345 families are being served in their own homes. About 4,500

cases are currently court-involved (that is, open cases at the Superior Court) and each month there are about 1,400-1,500 court scheduled hearings involving CFSA cases. For ongoing cases, the goals of CFSA and the court system, under the Federal and District Adoption and Safe Families Acts, are to ensure that children's safety is paramount and to enable children to grow up in a permanent family, either by returning home or, if reunification is not possible, through adoption, guardianship, or another permanent setting.

Key partners for CFSA in this work with children are the foster, adoptive, and kin parents who care for our children in their homes; the Healthy Families/ Thriving Communities Collaboratives, which serve as CFSA's preventive arm and have also defined a key partnership role in ongoing services and aftercare, once the CFSA case is closed; and the private agencies, including members of the Consortium for Child Welfare and other community agencies, which provide a wide range of services including the provision of out-of-home care in group homes and foster homes as well as other supports for children and families. I am pleased to report that in the just-completed Child and Family Services Review conducted by the U.S. Department of Health and Human Services, Administration for Children and Families, the Agency's dedicated foster and kin parents and its community partners were cited as strengths, and I am also pleased to report that we are working hard to build on those strengths and take the partnerships a step further.

In particular, as a result of a very successful recent retreat with our community Collaborative partners, work groups comprised of CFSA and Collaboratives' staff has

partnered to identify ways in which CFSA can enhance its work with the Collaboratives in three target areas:

- Early intervention with at-risk families focused on delivery of intensive services to potentially prevent future abuse and neglect for cases identified by CFSA through the information and referral calls or unsubstantiated investigations.
- Support to ongoing CFSA cases requiring services linkages, assistance to foster and kinship families, facilitating family visitation, and other community-based and supportive services.
- Aftercare focused on providing supportive services to ensure successful permanency options for children and youth existing the system for reunification with family, emancipation, kinship, permanent guardianship, and adoption situations.

Accomplishments and Next Steps: How the Fiscal Year 2003 Budget Supports

CFSA's Strategic Plan and Performance Goals

In testimony at CFSA's Oversight Hearing on February 26, 2002, I highlighted the fact that in the ten months since the end of the Receivership, and through the support and commitment of the Mayor, the Council, the Superior Court, and the partners highlighted above, we have virtually completed a tremendously ambitious set of institutional reforms focused on dismantling the structural and legal barriers that for so long stood in the way of accomplishing the agency's mission. Among the institutional and legal reforms that I cited in that testimony were the creation of CFSA as a cabinet-level agency with

independent personnel and procurement authority; the unification of abuse and neglect investigations and services; the promulgation of CFSA's first-ever licensing regulations for foster homes, group homes, and independent living facilities; reform of the legal support for CFSA social workers; and the passage of Family Court legislation, which was signed into law by the President on January 8, 2002.

The next step, which is the task reflected in CFSA's strategic plan and in the Fiscal Year 2003 budget, is to translate these dramatic institutional reforms and the dizzying pace of change to date into dramatically improved outcomes for children. In developing our strategic plan, we had the advantage of a great deal of information regarding the past service system for children and families in the District and the areas that particularly need to be strengthened in order to accomplish the results of safety, permanence, and wellbeing. In particular, we had the benefit of the Court Monitor's baseline report and the Federal Child and Family Services Review, both of which painted a picture of services to and outcomes for abused and neglected children in the last year of the Federal Court Receivership; both reports highlighted a set of critical needs, including staff recruitment and training, an improved focus on permanency so that children do not linger for years in temporary settings, and the unification of a fragmented system.

As a result of these reports and a wide array of other information, CFSA developed a strategic plan focusing on seven goals:

- Recruit and Retain Social Workers;
- Investigate Abuse and Neglect Reports;

- Expedite Permanency for Children;
- Recruit and Retain Foster and Kinship Homes;
- Link Families with Neighborhood-based Resources;
- Enhance Agency Information Systems; and
- Complete Court Requirements.

From a wide array of measures that we are using to assess our own performance in relation to these goals, we have highlighted six in our budget request:

- Increase social worker complement to required staffing levels;
- Increase compliance with 30-day investigation requirement;
- Ensure that all children under the care and custody of CFSA have updated immunization records or are immunized prior to September 30th each year;
- Increase the number of adoptions;
- Limit the number of infants and young children in group homes; and
- Increase the number of new foster and kinship parents trained and licensed.

I would like to briefly highlight our accomplishments to date on three of those measures, in order to illustrate for you how far we have already come yet how critical the resources in the Fiscal Year 2003 budget are to our success in completing the task.

- Recruiting and Retaining Social Workers: Increasing the Social Worker Complement to Required Staffing Levels. As of the end of March 2002, we have

reached a staffing level of 246 Master's and Bachelor's level social workers – a net increase of 11 compared to February – plus 27 trainees who are not yet licensed but who will be able to move into case-carrying responsibilities once they are licensed. Our goal for Fiscal Year 2002 is 300 case-carrying social workers, which we anticipate reaching by the end of the fiscal year through an intensive national recruitment strategy focused on the spring graduations as well as on attracting experienced social workers from selected jurisdictions nationwide; through the movement of trainees into full case-carrying responsibilities; and through assessing our current staffing patterns so that we move the right people into the right jobs throughout the organization. As part of our recruitment effort, we have hired a full-time recruiter, whose spring job fair efforts have yielded 76 pending applications ready for interviews as of this week. We have also implemented for the first time a training program where new staff enter the Agency through training units, with specially selected supervisors to guide them into full case-carrying responsibilities as they master the skills of child welfare work; this month, our first 12 trainees will move to full case-carrying roles and their training slots will immediately be filled by new hires already awaiting their first day of work.

As highlighted above, the Fiscal Year 2003 budget includes the resources to increase the level of case-carrying staff from 300 to 340 social workers. While at this point in the reform efforts, it is difficult to predict next year's caseloads with assurance, we anticipate that this level of case-carrying staff will bring caseload

ratios to a point where we can make substantial progress towards all of our goals for children as well as approaching the requirements of the LaShawn Modified Final Order.

- High Quality and Timely Investigations at the Front End: Improving Compliance with the 30-day Investigation Requirement. To ensure children's safety and lay the groundwork for a plan for permanency, it is critical that we complete timely and high quality investigations at the front end of the process. We have set a goal for the Court Monitor's review of reducing the backlog of investigations overdue past 30 days from more than 800 at the end of the Receivership in May 2001 to fewer than 300 at the end of May 2002; in addition, in the Strategic Plan, we have set goals for improvement of the percentage in compliance with the requirement to 80% in Fiscal Year 2002 and 90% in Fiscal Year 2003. I am delighted to inform you that we have made dramatic progress on these goals, reducing the backlog from over 800 last May to fewer than 235 at the end of March, and improving the compliance percentage from about 40% last fall to 75% at the end of March.

Our accomplishments to date, as well as our strategy for ensuring that we continue improving to meet our Fiscal Year 2002 and 2003 goals, depend on several strategies that involve budgetary support. First, we have increased staffing in Investigations and intend to continue staffing increases (with the aim of adding 20 workers in Intake/ Investigations) as we achieve our recruitment and

retention goals. Second, we have strengthened our management structure and oversight in Intake and provided extensive training, improved policies and protocols, and improved information systems support. Third, we have expanded the up-front role of our Healthy Families/ Thriving Communities Collaboratives to ensure that community supports are available early in the intake process. The key elements of the Fiscal Year 2003 budget include the direct services staffing resources highlighted above, as well as the resources for the information systems and for the Collaboratives.

- Expediting Permanence: Limiting the Number of Infants and Young Children in Group Homes. Based on national best practices and research on children's development, we know that children in general and young children in particular – especially children who have been through the traumatic experiences of abuse or neglect as well as removal from their biological family - benefit from stable, family settings wherever possible. We are pleased to report that we have already reduced the number of children under six years old in group care from 99 in May 2001 at the end of the Receivership to just over 60 in March 2002. The targets we have set are 50 for Fiscal Year 2002 and 25 for Fiscal Year 2001. Achieving those goals will help us achieve our goal that children will grow up in permanent families, because young children who come into the child welfare system will have a better chance of living in settings that support rather than weakening their ability to form permanent, loving family ties.

While many different strategies have made this change possible, it is important to highlight the role of the Agency reorganization and the new Management Team structure required by the Consent Order. Under the Agency's old structure, the offices that focused on foster parent recruitment and support, adoptive parent recruitment and support, and placement were scattered across the organization and placed several levels down in the organization. Under the new structure, we have brought together foster and adoptive parent recruitment and training and linked both with our placement teams, within the new Office of Licensing, Monitoring, and Placement Support. By improving information flow and elevating the relevant issues – recruiting families, developing resources, placing children – to the most senior levels of management, we have substantially improved our ability to match children who cannot safely stay at home with the out-of-home setting that best meets their needs.

To take the next steps and meet the Fiscal Year 2003 target, we will rely on key elements of the Fiscal Year 2003 budget request including the resources that support foster and kinship parents, by paying a sufficiently high rate that parents can afford to provide a stable home for children; the personnel budget that supports both direct services staff and the staff who carry out foster parent recruitment, training, support, licensing, and monitoring; the Fiscal Year 2003 new request for resources that will enable our providers to meet the new standards in the licensing regulations; and the other services provided by private agencies and the Collaboratives that provide supports for children and foster parents. I also

want to highlight the role of other agencies in supporting foster parents so that they in turn can provide homes for our children, in particular the Department of Mental Health, which is a critical partner in providing services including 24-hour crisis services when our foster parents need to call on them. Finally, it is important to note that appropriate family placements that are better for children may also be less expensive than group settings. Our Fiscal Year 2003 projections reflect savings (compared to the previous trend of increased emergency shelter costs) as a result of our successful efforts to limit the use of emergency shelters for all children, and especially for very young children.

The Fiscal Year 2003 Budget Request in Full: The Four Commitments

The remainder of this testimony presents a fuller description of the Fiscal Year 2003 budget request, building on the highlights presented earlier. The increases and key initiatives in the Fiscal Year 2003 request are described under the four commitments noted above.

1. Improving the Quality of Services to Children

- Full funding and accurate estimates. The Fiscal Year 2003 budget reflects the full, accurately estimated cost of funding the placements that children live in when they cannot safely live at home and the cost of hiring sufficient social workers to carry reasonable caseloads and meet the needs of children and families. In the past, the Agency did not accurately estimate the cost of placements for children to live in, but that omission was partially hidden because of underspending in other parts of the budget, such as social worker staffing. That meant the Agency could not afford to

fully fund placements, services, and social workers at the same time. This budget changes that past pattern.

- Adoption subsidies. As noted earlier, a large portion of the Fiscal Year 2003 budget increase is due to accurately estimating the cost of adoption subsidies for families who adopt special needs children from foster care. As a result of the Federal and District commitment to adoption subsidies, many more families are able to step forward and invite a child into their home as a member of their family. This is an important policy victory because it means that more children are growing up in permanent families rather than moving from one temporary setting to another. The adoption subsidies caseload (the number of special needs children adopted from foster care and whose families are receiving adoption subsidies for them) increased from a monthly average of just over 1, 000 in Fiscal Year 1999 to more than 1,700 in Fiscal Year 2002 to an anticipated 2,000 in Fiscal Year 2003. The cost of adoption subsidies increased from about \$6 million in Fiscal Year 1999 to an estimated \$19.6 million in Fiscal Year 2003. Because the Fiscal Year 2001 and Fiscal Year 2002 budgets mistakenly carried the Fiscal Year 1999 number in the base, correcting this estimate required an increase of \$14 million in the Fiscal Year 2003 budget.
- Increased social worker staffing. The Fiscal Year 2003 request includes \$2.4 million for 40 new social worker and supervisory positions to bring down caseload ratios to the level where the agency can keep children safe, provide high quality case management services to both children and families, and approach the requirements of

the LaShawn Modified Final Order. In addition to the new positions, the request also includes funding to keep existing social worker and supervisory positions filled for the whole year. As a result of the new positions and the funding to keep existing positions consistently filled, we anticipate reaching a social work staffing level of 340 during Fiscal Year 2003.

- Rate increase for foster and adoptive parents. As required by the Federal Court Orders, the Fiscal Year 2003 budget includes a rate increase based on the full cost to raise a child in the urban southeast. The reason for this requirement is to ensure that the added costs of caring for a foster child do not make it impossible for families to make this critically important commitment to our children.

2. Supporting the New, Reformed Agency Structure

- Unification of responsibility for abuse and neglect. The April 2001 legislation dramatically increased CFSA's responsibilities, by unifying under one agency the responsibility for investigating and providing services in cases of both child abuse and child neglect. The Fiscal Year 2003 budget includes an increase of \$1.6 million and 28 positions to complete the implementation of this provision. These positions were previously in the budget of the Superior Court, which oversaw staff who provided services to abused children in their homes or the homes of kin. While the staff moved to CFSA as of October 1, 2001 to carry out their functions in a unified manner, the budget responsibility and the positions could not be moved in Fiscal Year 2002 and they therefore remained on the court's budget for one more year.

- Licensing and monitoring. The April 2001 legislation for the first time gave CFSA authority to license group homes and foster homes. In September 2001, the District for the first time published regulations setting standards for quality in group homes; CFSA moved immediately to reassign and train staff in order to get a start on the creation of the new Office of Licensing and Monitoring, as well as to work intensively with providers. Based on what we have learned from this initial push, the Fiscal Year 2003 budget request includes \$5 million to fully implement the licensing requirement: \$1 million to fund 20 additional positions to fully staff the Office of Licensing and Monitoring to carry out all of its mandated responsibilities, and \$4 million to fund the estimated cost to providers of meeting the requirements of the new regulations, including improved staffing, facilities, and other requirements.

3. Ensuring that Children Grow Up in Permanent Families

- Supporting families. This budget reflects a focus on permanent families for children. One important example is the fact that the budget reflects a full, accurate estimate of the cost of adoption subsidies, as discussed earlier. A second example is the cost of the rate increase for foster and adoptive parents, which helps families continue to support children in a stable setting.
- Placements. Our focus on permanent families and selecting the most appropriate placement for children will result in cost savings, rather than cost increases, at

times. For example, we are now focusing on ensuring that very young children, an age group that is disproportionately represented in child welfare here and across the country, are placed with families rather than in group settings. We are also focusing on ensuring that to the greatest extent possible, all children are placed directly in a stable initial placement rather than an emergency shelter. As we complete these shifts, we anticipate that we will bring under control the cost increase that we had been seeing due to usage of highly expensive emergency shelters and other congregate settings for young children. Thus, the Fiscal Year 2003 budget reflects a slowing of the rate of cost increase due to emergency shelter use that we saw from Fiscal Year 2000 to Fiscal Year 2002.

4. Maximizing Federal Revenue and Ensuring Strong Management

- Medicaid. The Fiscal Year 2003 budget reflects an increase in Medicaid reimbursement from \$37 million in Fiscal Year 2002 to \$42 million in Fiscal Year 2003, through rate increases and increased billing. CFSA's first year of Medicaid reimbursement was in Fiscal Year 2000 for targeted case management and Fiscal Year 2001 for the Rehabilitative Option, so we had the opportunity to learn from the experiences of other District agencies as well as other jurisdictions. As a result, CFSA's Medicaid revenue projections have been carefully thought through and are attainable, and we are basing our Fiscal Year 2003 estimates on careful assessment of costs and billing experience.

- Title IV-E (foster care and adoption assistance). As explained earlier, the District is seeking Congressional approval for an increase in the Title IV-E reimbursement rate from 50% Federal to 70% Federal, the same rate as Medicaid.

- Strong fiscal management. CFSA has put in place a number of steps to ensure strong fiscal management, including detailed expenditure analysis and reporting that looks at the trends behind the aggregate numbers. For example, we are tracking caseloads and rates for children in different kinds of placement settings, so that we can spot trends early and have a chance to manage them. In the past, one cause of inaccurate projections was a focus only on the aggregate spending numbers, which masked important trends. Substantial improvements in the quality of data drawn from our information systems have also been key to this improved ability to learn about trends early.

Conclusion

In the ten months since CFSA has returned from Federal Court Receivership, the pace of change has been extraordinary. With your support and assistance, the dramatic set of changes in the legislative and institutional structure put in place through the Mayor's and the Council's leadership can now pay off in equally dramatic improvements for children. We are already seeing early but important results for children in Fiscal Year 2002, and with your continued commitment to the critical resources that we need in Fiscal Year 2003, I am confident that we will truly make a difference for our children over the

coming year. I look forward to your support for the Mayor's Fiscal Year 2003 budget request for CFSA, and I am deeply grateful for your ongoing leadership and commitment.

Thank you, and I look forward to answering any questions.